

Message Text

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FOR THE AMBASSADOR FROM THE COMPTROLLER GENERAL

E.O. 11652: N/A.

TAGS: AGAO, BL

SUBJECT: REMARKS FOR DELIVERY AT THE 50TH ANNIVERSARY
CELEBRATION OF THE COMPTROLLER GENERAL OF BOLIVIA.

1. BY LETTER OF MARCH 2, COMPTROLLER GENERAL OF BOLIVIA,
LIC. MANUEL MERCADE MONTURO, INVITED ME TO ATTEND THE
50TH ANNIVERSARY CELEBRATION OF THE FOUNDING OF HIS OFFICE
AND TO DELIVER SOME REMARKS ON A SUBJECT OF MY CHOOSING.
HE INDICATED THAT THIS CELEBRATION WOULD TAKE PLACE BETWEEN
MAY 1 AND MAY 7. IN MY REPLY OF APRIL 7 I ADVISED SENOR
MERCADE THAT I WOULD BE UNABLE TO ATTEND AND THAT A SENIOR
STAFF MEMBER OF YOUR EMBASSY WOULD DELIVER A PAPER IN MY
BEHALF.

2. I GREATLY APPRECIATE YOUR EFFORTS AND THAT OF YOUR
STAFF IN THIS REGARD. WITH WARM GOOD WISHES, ELMER B.
STAATS, COMPTROLLER GENERAL OF THE UNITED STATES.

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3. TEXT FOLLOWS QUOTE IT IS A GREAT PRIVILEGE FOR ME TO
HAVE BEEN GIVEN THE OPPORTUNITY TO TAKE PART IN THIS
CELEBRATION. I AM SORRY THAT EVENTS HAVE MADE IT IMPOSSI-
BLE FOR ME TO BE HERE TO EXTEND GREETINGS IN PERSON TO LIC.
MANUEL MERCADE MONTURO; HOWEVER, I REJOICE WITH HIM AND HIS
STAFF DURING THIS WEEK IN MAY AND I AM PLEASED TO PROVIDE
A PAPER FOR THIS OCCASION.

4. BOLIVIA IS TO BE CONGRATULATED ON THE OCCASION OF THE 50TH ANNIVERSARY OF THE ESTABLISHMENT OF ITS OFFICE OF THE COMPTROLLER GENERAL. THIS IS AN EVENT AND A CELEBRATION FOR WHICH ALL BOLIVIANS CAN BE PLEASED AND PROUD. THE UNITED STATES GENERAL ACCOUNTING OFFICE HAS BEEN AWARE OF THE PROGRESS IN BOLIVIA IN THE AUDITING PROFESSION, SYMBOLIZED BY THE CONDUCT OF A COURSE IN THE THEN NEW DEVELOPMENT IN GOVERNMENTAL AUDITING CALLED "OPERATIONAL AUDITING" FOR THE STAFF OF ITS COMPTROLLER GENERAL'S OFFICE IN MARCH 1974. BOLIVIA WAS ONE OF THE FIRST COUNTRIES OF LATIN AMERICA TO EXPLORE AND BEGIN TRAINING IN THIS MORE ADVANCED AREA OF THE PROFESSION--AN ADVANCE OF FUNDAMENTAL IMPORTANCE. WE ARE PROUD OF THE EFFORTS MADE BY OUR LATIN AMERICAN NEIGHBORS TO FACILITATE IMPROVEMENTS IN GOVERNMENT FINANCIAL MANAGEMENT. BOLIVIA IS AN ACTIVE PARTICIPANT IN THE LATIN AMERICAN INSTITUTE OF AUDITING SCIENCES (ILACIF) AND THE SUPREME AUDIT INSTITUTIONS OF LATIN AMERICA. BOLIVIA HAS SOUGHT TECHNICAL ASSISTANCE AND HAS PARTICIPATED ACTIVELY IN ILACIF TRAINING COURSES. PRESENTLY FINANCIAL MANAGEMENT REFORMS ARE IN PROCESS.

5. IT IS AN HONOR FOR ME TO BE ABLE TO SEND COMPTROLLER GENERAL MERCADE A BRIEF MESSAGE ABOUT HIS COUNTERPART HERE IN THE UNITED STATES, THE UNITED STATES GENERAL ACCOUNTING OFFICE OF WHICH I, AS COMPTROLLER GENERAL, AM THE CHIEF
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EXECUTIVE. THIS OFFICE REACHED ITS 50TH BIRTHDAY JUST 7 YEARS AGO, SO WE ARE ALMOST CONTEMPORARIES IN AGE AND EXPERIENCE. IN THE UNITED STATES, THE GENERAL ACCOUNTING OFFICE IS AN INDEPENDENT AGENCY IN THE LEGISLATIVE BRANCH OF OUR GOVERNMENT. IN OTHER WORDS, THE GENERAL ACCOUNTING OFFICE IS AN AUDITING AND OVERSIGHT AGENCY FOR THE CONGRESS IN MONITORING AND EVALUATING THE ECONOMY, EFFICIENCY, AND EFFECTIVENESS OF PROGRAMS CARRIED OUT BY THE EXECUTIVE BRANCH OF OUR GOVERNMENT.

HOW THE U.S. GOVERNMENT HAS MADE USE OF AUDITORS

6. THE UNITED STATES GENERAL ACCOUNTING OFFICE WAS CREATED BY THE BUDGET AND ACCOUNTING ACT OF 1921. THE SPONSORS OF THAT ACT WERE MEN OF PERCEPTION. THEY SAW THAT GOVERNMENT NEEDED AUDITORS NOT ONLY TO CHECK THE FAITHFULNESS WITH WHICH FINANCIAL STATEMENTS WERE PREPARED, BUT TO CHECK ON THE EFFICIENCY AND ECONOMY OF GOVERNMENT OPERATIONS. THEY BUILT THIS LATTER REQUIREMENT INTO THE ACT AND THEREBY SET A PATTERN WHICH AUDITORS IN GOVERNMENT HAVE BEEN PURSUING EVER SINCE.

7. BY LAW, THE UNITED STATES GENERAL ACCOUNTING OFFICE IS CHARGED WITH SEVERAL BASIC RESPONSIBILITIES. IN SUMMARY, IT IS TO:

--ASSIST THE CONGRESS, ITS COMMITTEES, AND ITS MEMBERS TO CARRY OUT THEIR LEGISLATIVE, BUDGET CONTROL, AND OVERSIGHT OR REVIEW RESPONSIBILITIES;

--CARRY OUT FINANCIAL CONTROL AND OTHER FUNCTIONS RELATING TO UNITED STATES GOVERNMENT PROGRAMS AND OPERATIONS INCLUDING LEGAL, ACCOUNTING, AUDITING, AND CLAIMS SETTLEMENT WORK; AND

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--REVIEW THE PROGRAMS AND OPERATIONS OF UNITED STATES GOVERNMENT AGENCIES AND RECOMMEND IMPROVEMENTS TO MAKE THEM MORE EFFICIENT AND MORE EFFECTIVE.

8. IT TOOK A WHILE FOR THE UNITED STATES GENERAL ACCOUNTING OFFICE TO LIVE UP TO THAT REQUIREMENT OF THE 1921 LAW. IN ITS EARLY DAYS, THE OFFICE WAS PRIMARILY A GIANT BOOK-KEEPING ORGANIZATION WHICH KEPT RECORDS OF APPROPRIATIONS MADE TO FEDERAL AGENCIES AND SCRUTINIZED TONS OF DOCUMENTS FOR ILLEGALITIES AND ERRORS. GRADUALLY, HOWEVER, IT BEGAN TO ASSUME THE EXPANDED ROLE PROVIDED BY THE DRAFTERS OF THE ACT OF 1921.

9. THE MAJOR DEVELOPMENT OF THE OFFICE AS A PROFESSIONAL AUDITING ORGANIZATION BEGAN AFTER WORLD WAR II. TWO OF MY DISTINGUISHED PREDECESSORS, LINDSAY WARREN AND JOSEPH CAMPBELL, MADE CONTRIBUTIONS TO MOLDING THE GENERAL ACCOUNTING OFFICE INTO THE KIND OF ORGANIZATION THAT ITS CREATORS INTENDED IT TO BE.

10. A CORPORATION AUDITS DIVISION WAS CREATED IN 1945. THIS DIVISION PERFORMED COMMERCIAL-TYPE AUDITS OF THE FINANCIAL STATEMENTS OF GOVERNMENT CORPORATIONS. THE NEXT STEP, IN THE MID-1950S, WAS THE CREATION OF AN ACCOUNTING AND AUDITING DIVISION. THIS DIVISION BEGAN PERFORMING AUDITS OF THE ECONOMY AND EFFICIENCY ACHIEVED BY GOVERNMENT AGENCIES AS WELL AS OF THE CARE WITH WHICH THEY USED THE FUNDS ENTRUSTED TO THEM BY THE CONGRESS.

11. THE NEXT MILESTONE IN DEVELOPMENT OF THE OFFICE WAS REACHED ABOUT 1966. THAT WAS THE YEAR THAT WE BEGAN DOING WHAT WE TODAY CALL AUDITS OF "PROGRAM RESULTS". THESE

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ARE AUDITS THAT ATTEMPT TO ASSESS THE EFFECTIVENESS AN AGENCY ATTAINS IN CARRYING OUT ITS PROGRAMS; IN OTHER WORDS: DO THE BENEFITS EXCEED THE COSTS AND ARE THE OBJECTIVES OF THE CONGRESS BEING ACHIEVED?

12. IN 1972, THE UNITED STATES GENERAL ACCOUNTING OFFICE BROUGHT TOGETHER THE EXPERIENCE GAINED THROUGH ITS WORK, COMBINED THIS WITH THE EXPERIENCE OF OTHER AUDITORS IN GOVERNMENT AND ISSUED STANDARDS FOR AUDIT OF GOVERNMENTAL ORGANIZATIONS, PROGRAMS, ACTIVITIES & FUNCTIONS. THESE STANDARDS PROVIDE THAT THE FULL SCOPE OF AN AUDIT OF A GOVERNMENTAL PROGRAM, FUNCTION, ACTIVITY OR ORGANIZATION SHOULD INCLUDE:

--AN EXAMINATION OF FINANCIAL TRANSACTIONS, ACCOUNTS AND REPORTS, INCLUDING AN EVALUATION OF COMPLIANCE WITH APPLICABLE LAWS AND REGULATIONS.

--A REVIEW OF EFFICIENCY AND ECONOMY IN THE USE OF RESOURCES.

--A REVIEW TO DETERMINE WHETHER DESIRED RESULTS ARE EFFECTIVELY ACHIEVED.

13. THESE STANDARDS HAVE GAINED WIDE ACCEPTANCE BY GOVERNMENTAL AUDITORS AND HAVE BEEN ENDORSED BY THE AMERICAN INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS AS A FORWARD STEP IN THE EVOLUTION OF THE AUDITING PROFESSION. I AM PLEASED TO NOTE THAT THOSE "STANDARDS" HAVE BEEN TRANSLATED INTO THE SPANISH LANGUAGE AND ARE NOW AVAILABLE IN THAT LANGUAGE THROUGHOUT LATIN AMERICA.

AUDIT AND EVALUATION FUNCTIONS

14. THE UNITED STATES GENERAL ACCOUNTING OFFICE HAS A BROAD
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MANDATE TO AUDIT FEDERAL GOVERNMENT OPERATIONS AND PREPARE ANALYSES FOR THE CONGRESS. COMMITTEES AND INDIVIDUAL MEMBERS ARE PARTICULARLY INTERESTED IN THIS PHASE OF OUR WORK BECAUSE IT IDENTIFIES OPPORTUNITIES FOR SAVING PUBLIC FUNDS AND IMPROVING GOVERNMENT SERVICES.

15. THE FACT THAT OUR FIRST RESPONSIBILITY IS TO THE CON-

GRESS DOES NOT RELIEVE US OF A SECOND--TO ASSIST MANAGEMENT OFFICIALS IN THE GOVERNMENT AGENCIES. ALTHOUGH OUR ROLES DIFFER, WE SHARE THE COMMON OBJECTIVES OF TRYING TO

SEE THAT PROGRAM OBJECTIVES--ESTABLISHED THROUGH THE LEGISLATIVE PROCESS--ARE ACHIEVED, AND THAT THEY ARE ACHIEVED AS EFFICIENTLY AND ECONOMICALLY AS POSSIBLE.

16. BECAUSE THE ROLE OF THE GENERAL ACCOUNTING OFFICE IS ANALYTICAL AND ADVISORY, WE CANNOT AND DO NOT DIRECT CHANGES IN GOVERNMENT POLICIES, PROCEDURES, AND FUNCTIONS. NEVERTHELESS, OUR EVALUATIONS AND RECOMMENDATIONS ARE AN IMPORTANT INFLUENCING FACTOR IN MANY CONGRESSIONAL AND AGENCY DECISIONS INVOLVING THE OPERATIONS OF THE GOVERNMENT.

17. WE MAKE EVERY EFFORT TO HAVE OUR RECOMMENDATIONS WELL REASONED, SUPPORTED BY THE PERTINENT FACTS, AND PRESENTED IN A WAY THAT WILL CONVINCE THE CONGRESS AND AGENCY MANAGEMENT OFFICIALS TO ACCEPT THEM. BUT THE FINAL DECISION MUST ALWAYS BE MADE BY THE OFFICIALS WHO HAVE LEGISLATIVE, BUDGETARY, AND MANAGERIAL RESPONSIBILITY FOR THE PROGRAMS INVOLVED.

SCOPE OF AUDIT RESPONSIBILITY

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18. THE AUDIT AUTHORITY OF THE GENERAL ACCOUNTING OFFICE EXTENDS TO EACH OF THE 12 FEDERAL DEPARTMENTS AS WELL AS TO THE LARGE NUMBER OF INDEPENDENT AGENCIES IN THE EXECUTIVE BRANCH. THIS AUTHORITY EXTENDS ALSO TO ACTIVITIES CONDUCTED BY THIRD PARTIES WITH FEDERAL CONTRACTS AND GRANTS AS WELL AS THOSE WHICH THE GOVERNMENT CONDUCTS ITSELF. THUS, WE MAKE AUDITS OF:

--PRIVATE FIRMS PRODUCING GOODS AND SERVICES
FOR THE GOVERNMENT UNDER NEGOTIATED CONTRACTS;

AND

--UNITS OF STATE AND LOCAL GOVERNMENTS WHICH RECEIVE
FEDERAL FUNDS TO ASSIST THEM IN FINANCING THEIR
ACTIVITIES IN A WIDE VARIETY OF FIELDS, SUCH AS
TRANSPORTATION, HOUSING, HEALTH, AND EDUCATION.

19. ALTHOUGH RESPONSIBILITIES OF THE OFFICE HAVE BEEN EXPANDED AND ALTERED DURING THE 57 YEARS OF ITS EXISTENCE, THE BASIC OBJECTIVE OF ITS AUDITS AND EVALUATIONS HAS REMAINED ESSENTIALLY UNCHANGED. THAT OBJECTIVE IS TO DEVELOP

RELIABLE, USEFUL, AND TIMELY INFORMATION ON SIGNIFICANT MATTERS AND TO RECOMMEND IMPROVEMENTS IN THE CONDUCT OF THE GOVERNMENT'S ACTIVITIES. THIS OBJECTIVE IS THE SAME FOR YOUR OFFICE.

20. WHAT HAS CHANGED--AND CHANGED DRAMATICALLY--IS THE ENVIRONMENT IN WHICH THE GENERAL ACCOUNTING OFFICE DOES ITS WORK. AMERICAN SOCIETY HAS BECOME COMPLEX--THE ROLE OF GOVERNMENT HAS EXPANDED, PROGRAMS AND BUDGETS HAVE SKYROCKETED, AND NEW DEMANDS AND CHALLENGES HAVE BEEN PILED UPON PUBLIC OFFICIALS AND ADMINISTRATORS. NOT ONLY HAS THIS PUT TREMENDOUS PRESSURES ON THE ADMINISTRATORS--WHO HAVE PRIMARY RESPONSIBILITY FOR CARRYING OUT PROGRAMS
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IN AN EFFECTIVE, EFFICIENT, AND ECONOMIC WAY--BUT ALSO ON THE AUDIT AGENCIES SUCH AS THE GENERAL ACCOUNTING OFFICE.

21. INCREASINGLY, EXECUTIVE BRANCH OFFICIALS AS WELL AS A "NEEDY" LEGISLATURE--AND THE PUBLIC IN GENERAL--LOOK FOR OBJECTIVE INFORMATION ON OPERATIONS AND INDEPENDENT EVALUATIONS OF PERFORMANCE. THERE IS A NEW INTEREST IN, AND WIDELY RECOGNIZED NEED FOR, FINDING WAYS TO MAKE THE GOVERNMENT WORK BETTER; TO IMPROVE ITS MANY PROGRAMS, TO ELIMINATE THOSE PROGRAMS THAT ARE NOT USEFUL, THAT DO NOT SAVE MONEY, AND THAT DO NOT MEET GOALS AT LESS COST. THIS IS A CHALLENGING TIME FOR AUDITORS, EVALUATORS, AND ANALYSTS. IT IS A DAY OF OPPORTUNITY--AND WE MUST MEET THE CHALLENGE.

ADVANCES IN GOVERNMENTAL AUDITING

22. I TURN NOW TO GOVERNMENTAL AUDITING WHERE GREAT CHANGES HAVE TAKEN PLACE IN RECENT YEARS-AUDITS AIMED AT IMPROVING ECONOMY AND EFFICIENCY OF OPERATIONS. AUDITING HAS BECOME MORE DIFFICULT BECAUSE OF THE VAST SIZE AND DIVERSITY TO GOVERNMENT PROGRAMS, THE ATTEMPTS TO ALLEVIATE SOCIAL PROBLEMS THROUGH GOVERNMENT EFFORTS, AND THE GROWING USE OF SOPHISTICATED, AUTOMATIC DATA PROCESSING TECHNIQUES.

23. A MOST DRAMATIC CHANGE HAS BEEN THE EMERGENCE OF AUDITING OF PROGRAM RESULTS. WITH THIS DEVELOPMENT--LARGELY NEW IN THE PAST 10 YEARS--THE AUDITOR OR ANALYST HAS BECOME CONCERNED WITH THE DIFFICULT QUESTIONS OF WHETHER GOVERNMENT PROGRAMS ARE ACCOMPLISHING THEIR GOALS EFFECTIVELY AND WHETHER THERE MAY BE BETTER ALTERNATIVES.

24. EVALUATING OR AUDITING PROGRAM RESULTS HAS A LONG WAY
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TO GO BEFORE IT BECOMES AS COMMONPLACE IN ALL GOVERNMENT CIRCLES AS AUDITS OF ECONOMY AND EFFICIENCY AND AN EVEN LONGER WAY TO GO BEFORE IT ATTAINS THE MATURITY OF FINANCIAL AUDITING. BUT I THINK THIS WILL COME BECAUSE IT IS AN AREA IN WHICH THERE IS GREAT NEED AND INTENSE INTEREST BY LEGISLATORS AND THE PUBLIC.

25. THE GRADUAL DEVELOPMENT AND TRANSITION FROM FINANCIAL OR FISCAL-TYPE AUDITING CALLS FOR AN INCREASED INVOLVEMENT OF AUDITORS HAVING SOME ACQUAINTANCE WITH SUCH FIELDS AS BUSINESS AND PUBLIC ADMINISTRATION, ENGINEERING, ECONOMICS, AND OTHER PROFESSIONAL DISCIPLINES.

26. LIFE IS SIMPLY TOO COMPLEX FOR EVERYONE TO ACQUIRE ALL THE SKILLS NEEDED TO PERFORM SOME OF THE AUDIT TASKS WE FACE. CONSEQUENTLY, WE HAVE LONG SINCE DISCARDED THE IDEA THAT AN INDIVIDUAL AUDITOR CAN POSSESS ALL THE SKILLS NECESSARY TO DO OUR WORK.

27. 1977 MARKED THE 10TH ANNIVERSARY OF THE DECISION OF THE GENERAL ACCOUNTING OFFICE TO EXPAND ITS PROFESSIONAL AUDIT STAFF TO INCLUDE SPECIALISTS IN FIELDS OTHER THAN ACCOUNTING AND AUDITING. AT THE PRESENT TIME, ROUGHLY 1,100 OF OUR 4,100 PROFESSIONAL AUDITORS HAVE EXPERIENCE OR BACKGROUNDS IN DISCIPLINES OTHER THAN IN ACCOUNTING. I EXPECT THIS INTERDISCIPLINARY EMPHASIS TO CONTINUE SO THAT IN TIME AT LEAST HALF OF OUR PROFESSIONAL STAFF WILL HAVE BACKGROUNDS AND SKILLS OTHER THAN ACCOUNTING.

28. THE DEMANDS ON AUDITORS FOR GREATER SKILLS IN JUST THE FINANCIAL AND EFFICIENCY AND ECONOMY ARENAS ARE CHALLENGING ENOUGH BUT AS WE HAVE SEEN, EVEN BROADER SKILLS ARE NECESSARY TO DO THE KIND OF AUDIT THAT PRODUCES INFORMATION ON EFFECTIVENESS OF PROGRAMS. TO DO THIS WORK WELL REQUIRES A MIXTURE OF A VARIETY OF SKILLS--MATHEMATICAL, STATISTICAL, ACTUARIAL, ENGINEERING, AND DATA-PROCESSING
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SKILLS. YOU PROBABLY HAVE ALREADY DISCOVERED THAT SOME OF THESE SKILLS ARE ALSO USEFUL IN ECONOMY AND EFFICIENCY AUDITS.

29. SOME OF THE BASIC AUDITING SKILLS NEEDED TO PERFORM AUDITS OF OPERATIONAL EFFICIENCY AND ECONOMY, AND PROGRAM EFFECTIVENESS ARE NOT TAUGHT IN SCHOOLS. ACCOUNTING AND

AUDITING CURRICULUMS CENTER ALMOST ENTIRELY ON FINANCIAL

AUDITING. CURRICULUMS FOR OTHER SUBJECTS--ENGINEERING, MATHEMATICS, AND SO FORTH--DO NOT GIVE THEM THE POINT OF VIEW WHICH THE AUDITOR FOLLOWS IN DOING HIS WORK. SO WE ALL ARE FACED WITH COMPLEX TRAINING JOBS.

30. WHILE I BELIEVE MORE TRAINING IS NECESSARY, TRAINING ALONE IS NOT THE ANSWER. THE DAYS ARE TOO SHORT FOR ANYONE TO ACQUIRE ALL THE SKILLS NEEDED TO PERFORM SOME AUDIT TASKS. CONSEQUENTLY, AUDITORS MUST DISCARD THE IDEA THAT AN INDIVIDUAL AUDITOR CAN POSSESS EVERY NECESSARY SKILL. AUDIT STAFFS NEED TO BE TEAMS OF PEOPLE WITH VARYING BACKGROUNDS AND PROFESSIONAL DISCIPLINES.

31. REPORTING AUDIT FINDINGS PROMPTLY AND IN AN UNDERSTANDABLE MANNER IS PERHAPS THE MOST DIFFICULT PROBLEM AUDITORS FACE. DIFFICULT AS IT IS, AUDITORS MUST LEARN TO DO IT WELL, FOR AUDIT FINDINGS AND RECOMMENDATIONS ARE OF LITTLE VALUE IF NOT COMMUNICATED EFFECTIVELY.

32. I THINK USE OF INNOVATIVE REPORTING TECHNIQUES-- MORE BRIEFINGS, VIDEO TAPES, AND GREATER USE OF PHOTOGRAPHS WHEN APPROPRIATE--CAN HELP MANAGEMENT "GET THE MESSAGE." HOWEVER, WE WILL ALSO NEED A WRITTEN REPORT IN MOST CASES, AND REPORTING WRITING FOR AUDITS THAT GO BEYOND A SIMPLE UNCLASSIFIED

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OPINION ON FINANCIAL STATEMENTS REMAINS A COMMON PROBLEM. AUDITORS MUST COMMUNICATE WITH PEOPLE WHO ARE UNSOPHISTICATED IN BOTH THE TECHNICALITIES OF PROGRAMS AS WELL AS AUDITING AND ACCOUNTING TERMINOLOGY. WRITING REPORTS THAT COMMUNICATE REQUIRES TALENT AND HARD WORK--ESPECIALLY THE LATTER--AS IN OTHER CHALLENGES OF LIFE.

33. BUT DIFFICULT AS THIS IS, AUDITORS ARE GOING TO BE PRESSED TO DO FAR BETTER IN THE FUTURE. THINGS WILL BE HAPPENING SO FAST ON THE DATA PROCESSING SYSTEMS THAT PROMPT ACTION AND CLEAR COMMUNICATION WILL BE DEMANDED TO STOP INEFFICIENT OR UNECONOMICAL PROCEDURES.

CONCLUSIONS

34. I BELIEVE THAT GOVERNMENT AUDITORS ARE GOING TO HAVE AN INCREASINGLY INFLUENTIAL ROLE IN THE FUTURE. THE YEARS AHEAD WILL BE TIMES OF DIFFICULT CHOICES. THE DEMAND FOR GOVERNMENT SERVICES WILL CONTINUE TO GROW. AT THE SAME TIME THE PRESSURES WILL BE GREAT TO KEEP THE COSTS OF THOSE SERVICES FROM RISING.

35. IN MAKING THE CHOICES THAT WILL BE NECESSARY, PUBLIC OFFICIALS AND LEGISLATORS ARE GOING TO NEED A LOT OF INFORMATION, PARTICULARLY ABOUT THE EFFICIENCY, ECONOMY, AND EFFECTIVENESS OF GOVERNMENT PROGRAMS AND OPERATIONS. THEY WILL BE ASKING.

--"WHERE CAN COSTS BE REDUCED?"

--"WHAT PROGRAMS ARE NOT ACCOMPLISHING THEIR OBJECTIVES?"

--"WHERE HAS THE MONEY GONE?"

--"WHAT HAVE WE LEARNED FROM EXPERIENCE THAT WILL HELP UNCLASSIFIED

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US IN THE FUTURE?"

36. IF EXPERIENCE CAN BE USED AS A GUIDE, WHEN THEY HAVE SUCH QUESTIONS, THEY WILL CALL UPON GOVERNMENT AUDITORS FOR THE ANSWERS. INDEED, GOOD HINDSIGHT CAN IMPROVE OUR FORESIGHT.

37. IN CLOSING, I MUST TELL YOU THAT WE IN THE UNITED STATES GENERAL ACCOUNTING OFFICE HOLD YOUR AUDITING EFFORTS IN ESTEEM AND WE WISH YOU ALL CONTINUED SUCCESS IN THE FUTURE AND FOR YOUR 50TH ANNIVERSARY CELEBRATION. UNQUOTE.

38. WE REGRET THE DELAY IN TRANSMITTING THIS MESSAGE. COMPTROLLER GENERAL STAATS HAS BEEN ABSENT FROM WASHINGTON AND RETURNED ONLY YESTERDAY. DEPARTMENT APPRECIATES EMBASSY'S EFFORTS IN BEHALF OF THE COMPTROLLER GENERAL. VANCE

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